

INTELLIGENCE PROFESSIONAL

I. Product

A. The Consumer

- who they are
- how they make decisions
- how they use intelligence
- how they view intelligence

B. Consumer Priorities/Tasking

C. Use of Product

- timeliness
- content
- presentation

D. Forms of Product

- CIA and other Community
- current intelligence
- estimative intelligence
- policy support intelligence

E. Foreign Services Product

F. Ethics/Issues

- intelligence vs. policy
- products for the public

G. Case Studies

- current
- estimative
- policy support

II. Collection

A. Fundamentals of Overt Collection

- open literature
- DCD
- FBIS
- State

B. Fundamentals of Clandestine Collection

- Case officer/Agent relationship (recruitment, motivations)
- Tradecraft
- Risk vs. benefit
- Tasking/Priorities
- Hard target vs. alternatives
- Counterintelligence
- Technical tools

C. Fundamentals of Technical Collection

- Signals intelligence
- Photo intelligence
- New technologies

D. Community Coordination

- CTS/Tasking/Management
- COMIREX
- SIGINT
- HUMINT

E. Ethics/Law

- E.O. 12036
- Current statutes
- Dept. of Justice practices

III. Analysis

A. Fundamentals of Analysis

- Traditional techniques
- New techniques

B. Problems of Analysis

- Political
- Economic
- Military
- Multidisciplinary analysis
- Identifying new needs/capabilities/gaps
- Generalists vs. specialists

C. Issues

- Ethical questions
- Relationship of analysts to consumer/to collector
- Generalists vs. specialists
- Research vs. current intelligence

IV. Management

A. Fundamentals of Resource Management

- Budgeting
- Manpower
- Space
- Contracting
- Case studies

B. Leadership

- Control
- Incentives
- Climate for innovation
- Supervision vs. free hand
- Case studies

C. Macromanagement: Orchestrating Collection, Analysis Resources to Meet Needs of Consumers

- Case studies involving conflicting priorities by consumers, scarce
collection assets and analytical shortages: resource balancing